6 January 1951

MEMORANDUM FOR: ADPC

SUBJECT: OPC Research and Development Program

A. Statement of the problem: The problem treated by this preliminary paper is two-fold:

1. To give a brief and preliminary appraisal of the adequacy of the current OPC research and development program as support for current and anticipated OPC activities.

2. To indicate briefly the organizational possibilities which must be considered as a basis for comprehensive action to strengthen the research and development program.

B. Conclusions: The present R&D program is not adequate for OPC or CIA and cannot be made entirely adequate in current organizational circumstances:

1. Concerning R&D Program:

a. Current R&D project activity in OPC is neither comprehensive nor intensive enough to provide the support necessary for present OPC activity, for an expanded OPC peacetime program, or for wartime covert operations.

b. OPC II/RD and OSO/OAD are the only organizations available to give any kind of general R&D service to the overall agency-wide needs of CIA. The R&D work conducted by the Commo Division of OSO is of a specialized nature in that field alone. No general facility exists within CIA at the present time to conduct technical research and development for all elements of CIA.

c. Regardless of organizational location of

R&D

R&D responsibility in CIA, the program now lacks sufficient technical personnel and the specific facilities for laboratory development and product testing which are necessary to support an adequate R&D program either for CIA as a whole or for any of its components.

2. Concerning CIA Organization for R&D:

a. All CIA technical research and development should be under one office located at the CIA level, with laboratory and testing facilities equivalent to those provided by Division 19 of NDRC during World War II.

b. Individual offices such as OPC and OSO should retain small technical R&D staffs to develop the operational requirements on items requiring extensive service from CIA/R&D, and to provide the reverse flow of information to operational elements concerning techniques and devices available.

c. Concerning the organizational location of an R&D element at the CIA level, three possibilities require detailed comparative consideration:

(1) As a new and separate assistant to the Deputy Director for Administration.

(2) As a division within the Office of Scientific Intelligence.

(3) As an R&D office under the assistant to the Deputy for Administration coordinate with the present Procurement office.

Close cooperation between the CIA/R&D and the CIA Procurement Office will be necessary to allow development and procurement of special materials as needed for CIA. This might infer that Research and Development should be located within the CIA Procurement Office as a separate Division. However, in view of recommendations made by Government R&D and Procurement personnel, Staff II does not recommend such an arrangement.

C. Discussion:

1. Summary of the procedural steps involved: At the present

present time the essential steps in the processing of an OPC R&D project are as follows:

a. General development, by the operating divisions, of the definition of the operating needs to be served.

b. Development by OPC II/RD of the description of the operational characteristics of the equipment to meet the operating need.

c. Consideration of the problem by the OPC RDRB and, if approved, development and initiation of a specific project for the item involved. This may involve approval by the Project Review Board.

d. Development by OPC II/RD of the description of engineering characteristics required to provide the operating characteristics.

e. Conclusion of a contract with an appropriate U. S. Governmental agency or a private contractor to develop the tentative engineering specifications, and to manufacture the prototype.

f. Testing of the prototype.

g. Determination of requirements and action to procure in quantity.

h. Conduct user trial and acceptance tests of manufactured item.

2. Nature of items and problems involved in the CIA R&D program: The various technical fields of R&D activity may generally be classified as follows:

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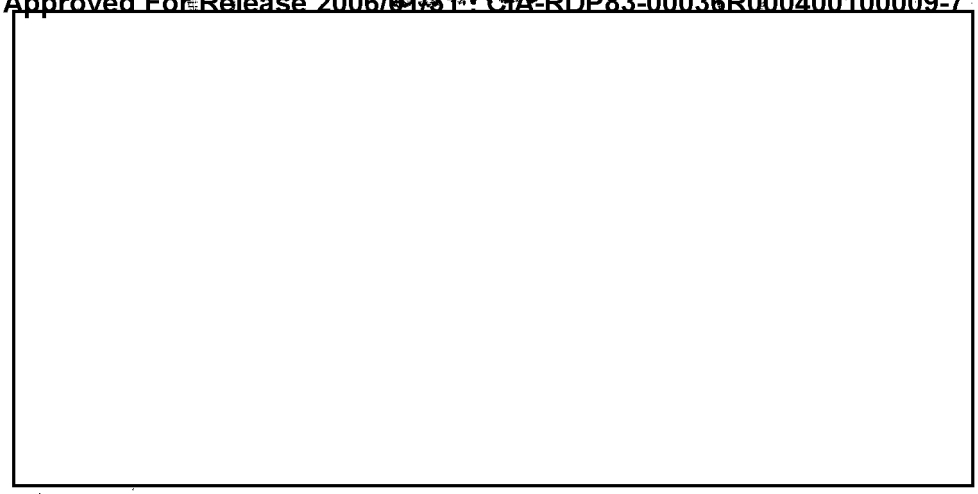

3. Illustration of problems of inter-office R&D service within CIA: Although a majority of the requirements for the above-mentioned services emanate from OSO and OPC, there are other requests that have Agency-wide application. Under the present arrangement, it is difficult for one office of CIA to obtain services from a research and development group charged to another office in the Agency. Personnel allocations, money, and facilities are in most cases not adequate to carry the load placed upon such groups by their own office without an additional burden from others. An example exists at the present time where a research proposal has been presented to the DCI for acceptance. At a meeting of OSI, OSO and OPC/II/RD, it was decided that OPC/II/RD Branch would be the logical organization within CIA to monitor such a development. Further evaluation revealed that requirements for ultimate use of the item were in OSO and OSI, but not in OPC. Under the present organization, it was necessary for II/RD to refer the proposal back to OSO and OSI for action by them, since OPC had no interest in the item.

4. Organizational location of R&D staff: The preceding paragraph presents a sufficient support of the conclusion in paragraph B.2. above that the organization having primary responsibility for research and development should be located at the CIA level. The further conclusion of the need for a continuing intermediary staff for R&D matters at the OPC and OSO levels requires little further explanation. Further study may be required to determine whether such staff should be representatives of the central R&D organization but physically located within OPC or OSO on a full time basis, or should be administratively attached to OPC or OSO with a technical liaison channel direct to the central R&D organization.

5. Present

5. Present administrative support of R&D:

a. General Problem: Although the technical files and specifications developed by Division 19 of NDRC during World War II are available, the CIA R&D task nevertheless involves starting almost completely anew. The security requirements under which present development and procurement must be accomplished are more rigid than those of World War II. The stocks of equipment procured during World War II have been destroyed. The technology of materials and production has changed so rapidly within the last few years that specifications require extensive revision, sometimes necessitating redesign of materials. The World War II effort, therefore, does not constitute a significant foundation for the present CIA R&D job.

b. Facilities: The absence of laboratory and testing facilities has been remarked in the conclusions of paragraph B. 1. Without such facilities, no R&D program of adequate stature can be mounted. Security restrictions and war production requirements on both Defense and industrial laboratories make it impossible to depend upon them for the developmental research and testing necessary for a CIA R&D program. Special items required by CIA must be developed and tested under special operational and security conditions. The CIA R&D organization must be able to assure the users of the end item of proper functioning and safety precautions.

c. Personnel: The present personnel complement of fifteen for OPC/II/RD is manifestly inadequate and more detailed analysis might show a requirement of as many as seventy-five persons immediately required to carry on CIA R&D functions, not including the current functions of OSO/OAD and Commo. Only eight of these fifteen positions have been filled to date, although requisitions have been pending with the Personnel Office since 24 July 1950.

d. Financial Support: It is believed that the current II/RD budget of $2.5 million for research and development (excluding procurement) during FY 1951 is a reasonable figure and is adequate support in the sense that the current organization is not capable of using a larger sum prudently. However, in terms of ideal fulfillment of OPC or CIA R&D needs, assuming capability, this amount is far short. This amount should

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be sharply increased for FY 1952 and determined steps should be taken to insure capability to use it. As a further factor, it is believed that the budget practice of bracketing together the R&D development funds and procurement funds for developed special items will tend to de-emphasize and to penalize the research and development program.

e. Procurement: The present limited staff of II/RD will soon be heavily occupied with tasks which are strictly procurement and which should be handled as soon as possible by the procurement organization rather than by any R&D staff.

D. Recommendation: That this preliminary paper be referred to the Deputy Director for Administration, CIA, for his consideration and further development of the conclusions of paragraph B.

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Chief, Staff II

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